IOT Strategic Workforce Planning - 2023

Who We Are:
The Director of Strategic Workforce Planning (D/SWP) supports the CIO, CAO, and chief executives in short- and long-term initiatives designed to strengthen the workforce, its organization, and the IOT culture. In this capacity, D/SWP also works closely with the Director of Human Resources and the State Personnel Department to review, revise, and maintain job descriptions; review and advise on employee competencies; and assess performance at the organization level. SWP is the home of IOT's State Earn and Learn (SEAL) certified IT work-based learning program.

Our Mission: To augment IOT through a sustained focus on hiring, retaining, developing, and optimizing talent from the entry level through the managerial ranks.

Department: Chief Administrative Officer (CAO)

Manager: Jon Rogers

Formed: July 1, 2020.

What We Do:

State Earn and Learn (SEAL)	Manage the first State agency-certified work-based learning program, designed to support reskilling of workers into meaningful IT careers supporting IOT.
Job Architecture	Partner with Human Resources to review, revise, and maintain job descriptions geared toward industry-valued skills and abilities.
Performance Roadmaps	Develop meaningful career development milestones to encourage employee growth through positions of greater scope and complexity.
Strategic Planning	Support CIO, Director/HR, and CAO on fiscal year workforce planning and budgeting.
Employee Development	Generate training and cross-training programs to strengthen customer service, relations, and manager development.
Recruiting and Hiring	Support all Director/HR and all managers in identifying talent and making timely hiring decisions.
Mentoring and Coaching	Provide a regular professional development resource for employees at all levels of the organization.

Our Products:

SEAL IT	The SEAL IT program reskills workers from other careers/industries into IOT mission-critical opportunities through work-based learning and industry-valued certifications (CompTIA A+, Network+, Security+, PenTest+, and others as needed).

Our Metrics: SWP currently supports a growing cadre of SEAL associates. As of January 2022, nine associates are serving in the development stage of the program, and they contribute to five separate teams in IOT.
SWP conducts analysis of workforce attributes, including retirement eligibility, to inform recruiting needs and contingency planning.

Our Customers: IOT; via SEAL, IHCDA and IDOH

Major Accomplishments:
- State Earn and Learn IT won a 2022 StateScoop 50 Award for talent development and was a finalist for the 2022 NASCIO State IT Recognition and the Mira Talent Impact awards.
- SWP was formed on 1 July 2020 in response to the growing need to focus on public-sector IT talent identification, development, and retention. Reorganized into the CAO reporting structure in December 2021.
- Became the first State agency program certified with the Department of Workforce Development SEAL designation in 2020.
- Hired IOT's first two SEAL associates into the program using a virtual onboarding and training program in March 2020, successfully guided them through a certification and work-based learning experience, then facilitated their hire into full-performance staff positions in Spring 2021.
- Hired forty-eight SEAL associates from March 2020-December 2022 and graduated ten of these associates into full-time employment with the agency. To date, the program has a retention rate of 91.7 percent and now partners with two other executive-branch agencies (Department of Health; Indiana Housing and Community Development Authority).
- Established an onsite IOT orientation program for new hires, with successful retroactive inclusion of 2020-21 hires.

Current Projects:
- Planned partnership with State Personnel Department on SuccessFactors-based personnel contingency development.
- Use of State Personnel Department competency training map to inform development of employee development goals in 2022-23.
- Next-level maturity of supervisor training and development to identify, prepare, and deploy new supervisors and rising stars.
- Continued expansion of the SEAL IT program into additional executive-branch agencies.
- Approving authority review of all IOT employees as part of the 2022 performance review process.
- Review and integration of workforce culture surveys (via State Personnel and a third party) to understand, improve, and strengthen agency collaboration and employee retention.